

Vita
(As of 19 Aug 2004)

William R. Forster

Current Position:

Executive Officer and Instructor
Department of Management
United States Air Force Academy

Education:

MBA, Technology Management & Finance, 2003
University of Colorado, Colorado Springs CO

Master of Science, Cost Analysis, 1997
Thesis: *The Determinants of the Housing Choices of Military Families:
Implications for Military Policy*
Air Force Institute of Technology, Wright Patterson AFB OH

Bachelor of Science, Management, 1995
United States Air Force Academy CO

Academic Works

“Measuring Mission Impact of A-76 Activities.” 2004 SCEA International Conference, Manhattan Beach, CA, 17 Jun 04. (Paper and Presentation). With Dr Steve G. Green and Dr Kurt A. Heppard.

“Incentivizing Leadership in Group Projects: Lead, Follow or Get out of the Way.” UCCS Undergraduate Conference on Research, Scholarly, Creative and Public Service Activities, Colorado Springs, CO, 1 May 04. (Presentation). With Cadet Daniel P. Lenahan and Dr Steve G. Green.

“The Determinants of the Housing Choices of Military Families: Implications for Military Policy” Masters Degree Thesis, Air Force Institute of Technology, OH, Sep 1997.

Certifications

Certified Cost Estimator/Analyst (CCE/A)
(Society of Cost Estimation and Analysis)

Certified in the Defense Acquisition Professional Development Program (APDP):
Financial Management – Level II
Program Management – Level I
(Office of the Secretary of Defense)

Professional Memberships

- Society of Cost Estimation and Analysis
- Society of Military Comptrollers
- Beta Gamma Sigma
- Sigma Iota Epsilon

Ongoing Consulting Efforts

Central Intelligence Agency: Working to help improve their cost estimating processes and estimates (with Dr. Green).

Teaching Experience

USAF Academy

Aug 04 – Current Management 341: Financial Accounting (Course Director)

Jan 04-May 04 Management 342: Managerial Accounting

Aug 03-Dec 03 Management 341: Financial Accounting

Air Force Experience

EXECUTIVE OFFICER AND INSTRUCTOR

Department of Management, US Air Force Academy

Jul 2003 - Present

USAFA, CO

As Executive Officer, handles all department operational and administrative taskings and ceremonies for 25 military and 10 civilian faculty members; responsible for setting/meeting all internal & external suspenses. As instructor, lectures, writes lesson plans, and establishes classroom policy for the 140 future officers annually. As academic advisor, provides career guidance and mentorship in academic matters for 30 officer candidates. Counselor for cadets interested in financial management career field. Associate Air Officer Commanding for Academics for 15 1st-year cadets. Conducts research and consulting for USAF and DoD agencies.

PROGRAM MANAGER, MOBILE COMMAND CENTER Aug 2002 – Jul 2003

Strategic and Nuclear Deterrence Command & Control Program Office Peterson AFB, CO

Lead a 22 person team in development, testing, and sustainment of the United States Northern Command Combatant Commander's mobile command center. Responsible for \$11M and for ensuring nuclear command and control continuity for Combatant Commander and the President of the United States.

CHIEF, NORAD FINANCIAL MANAGEMENT

Jul 2001 – Aug 2002

Strategic and Nuclear Deterrence Command & Control Program Office Peterson AFB, CO

Lead a division team of eleven financial management professionals in estimating, budgeting, and controlling all systems acquisition and sustainment funds for the NORAD/Cheyenne Mountain Complex, Shared Early Warning System, and Mobile Consolidated Command Centers programs. Division funding and requirements come from multiple Major Commands (MAJCOMs) and Combat Commands (formerly

Unified Commands), and the Air Staff. Selected by the Division Director to bring the financial management staff of the three programs together to create synergy and unity of financial control. Successfully lead the change to meet all the director's goals and started an new era of cooperation and efficiency both within the division, as well as with outside organizations. Developed defended cost estimate for classified program

SPECIAL PROGRAMS FINANCIAL MANAGER

Sep 2000 – Jul 2001

Strategic and Nuclear Deterrence Command & Control Program Office Peterson AFB, CO

Directed the financial operations of a classified program. Managed financial control, funds execution, budget estimates, and overall program financial performance. Implemented process improvement/acquisition reform plan; saved program over \$1M annually. Developed streamlined - paperless financial document/account tracking system. Reduced manpower required to perform financial control duties by half.

CHIEF, RTIP COST ANALYSIS

May 1998 – Aug 2000

Joint STARS Systems Program Office

Hanscom AFB, MA

Lead the development of the high profile \$1.2B Acquisition Category 1D Radar Technology Insertion Program (RTIP) Milestone II program office cost estimate. Defended the estimate at the Air Force and Department of Defense levels (AFCIAG & DOD CAIG) in preparation for the successful RTIP Defense Acquisition Board (DAB). Utilized "one-pass" acquisition reform initiative to quickly and jointly analyze the contractor's development program proposal. Reconciled proposal with cost estimate and highlighted risks to senior Air Force decision makers. Defended the program through budget cut drills. Lead successful effort to reinstate previous \$200M budget reduction. Initiated the implementation electronic data interchange by reducing analytical time and errors associated with contractor's earned value reports. Taught introductory seminar in Cost Risk Analysis and Monte Carlo simulation to Joint STARS cost analysts.

COST ANALYST

Oct 1997 – May 1998

Electronic Systems Center

Hanscom AFB, MA

Analyzed, prepared, documented, and presented cost estimates for weapon and automated information systems. Created and successfully implemented a prototype Activity Based Costing (ABC) system. Developed the ESC/FM manpower allocation tool used to allocate personnel resources throughout the Electronic Systems Center. Led cost review of over 100 Expeditionary Force Experiment (pathfinder program for Expeditionary Air Force concept) initiatives – identified best value initiatives for implementations. Highlighted cost risk analysis techniques to Center Staff and recommended commercial Monte Carlo simulation product implementations.

FINANCIAL ANALYST

Jun 1995 – May 1996

10th Air Base Wing

USAFA, CO

Primary base budget analyst for eight wing organizations with annual budgets that exceeded \$5M. Trained resource advisers and advised Commander on financial issues. Assisted in the financial audits of base organizations. Performed economic analyses of alternatives for military construction programs. Streamlined purchase request system by eliminating steps and increasing organizational efficiency. Developed and implemented Access® database to track and prioritize wing unfunded requirements.